PROJECT FERNHALLOW SEPARATION · EXECUTIVE SUMMARY · SEP 2026

Overall: Red

Quillmere Life · SMO

8 of 42 services exited, on plan; 7 close in the next 90 days. No workstream is red, but the programme is red overall.

SERVICES EXITED

8 of 42

On plan

forward services · 8 planned by now, 8 by the contract

MONTHLY RUN-RATE

£1.05m

forward services, 34 running · reverse £43k a month

TSA FEES 2026

£10.8m

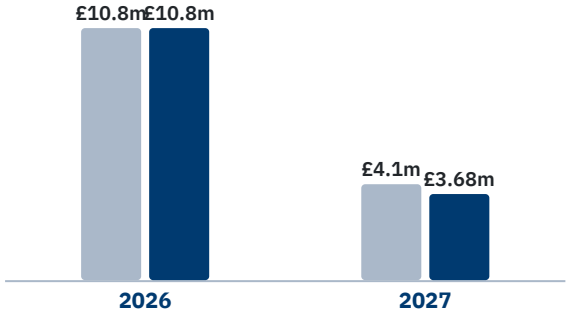
forecast · current plan £10.8m · fee cap £21m overall

ONE-OFF COSTS

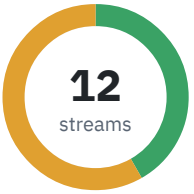
£10.9m

forecast at completion · budget £10.5m

TSA FEES BY YEAR: CURRENT PLAN AND FORECAST



WORKSTREAMS · SEP 2026



Red: none

Amber: CUS, CON, DIS, ACT, CMP, TEC, PRO

DECISIONS NEEDED

8 Oct Data centre early exit (DEC-002)
Joint separation committee · Maya Okafor

20 Oct Choose the fallback identity platform vendor (DEC-003)
Steering committee · Maya Okafor

WATCH LIST

Red Service desk (TSA-TEC-003)
Seller adding two analysts from October; first-call resolution plan agreed; owner Raj Menon

Red Identity and access management (TSA-TEC-005)
Target design delayed by vendor; decision at October steering committee; owner Raj Menon

Prepared by the SMO with TransitionSuite · today 5 Oct 2026 · reporting month Sep 2026. Select a figure, decision or service to see the detail.

INTERNAL · CONFIDENTIAL

Steering committee

Project Fernhallow separation · Sep 2026 pack · as at 30 Sep 2026

Quillmere Life
Separation Management Office

OVERALL	SERVICES CLOSED	CLOSING IN 90 DAYS	FORWARD FEES TO DATE
Red	9 of 48	7	£6,649,290

FROM THE SMO

September was a steady month. Nine of 48 services have exited and seven more close in the next 90 days, each with its readiness interview booked. One decision needs this committee: choose the fallback identity platform vendor (DEC-003) by 20 October. The programme is red overall while the service desk recovery and the policy administration rehearsal land; both have an agreed path to green.

WORKSTREAM STATUS

Consolidated WS Reporting, Sep 2026

Red — **Programme**
Exit plans approved; nine services exited and seven more exit on 1 December. Service desk below standard since August; identity platform vendor decision due in October.

Green — **Governance and TSA management**
2 live services, 0 exited. Next exit: 1 Mar 2027. Plan items late: 0. Open issues: 0. Red or amber services: 0.

Amber — **Customer operations and policy administration**
Policy administration extended to March under CR-005; second rehearsal passed with 99.7% of policies reconciled.
Path to green: Close the remaining reconciliation breaks before rehearsal 3.

Amber — **Customer contact and communications**
4 live services, 0 exited. Next exit: 1 Dec 2026. Plan items late: 0. Open issues: 0. Red or amber services: 2.

Green — **Claims and assistance**
5 live services, 0 exited. Next exit: 1 Mar 2027. Plan items late: 0. Open issues: 0. Red or amber services: 0.

Amber — **Distribution and partner management**
2 live services, 1 exited. Next exit: 1 Mar 2027. Plan items late: 0. Open issues: 0. Red or amber services: 1.

Amber — **Actuarial**
2 live services, 1 exited. Next exit: 1 Dec 2026. Plan items late: 0. Open issues: 0. Red or amber services: 1.

Green — **Finance, tax and treasury**
Month-end close running on our ledger since July; TSA invoices checked within five days.

Green — **Reinsurance**
2 live services, 0 exited. Next exit: 1 Mar 2027. Plan items late: 0. Open issues: 0. Red or amber services: 0.

Amber — **Compliance**
2 live services, 1 exited. Next exit: 1 Dec 2026. Plan items late: 0. Open issues: 0. Red or amber services: 1.

Green — **HR and payroll**
1 live services, 3 exited. Next exit: 1 Mar 2027. Plan items late: 0. Open issues: 0. Red or amber services: 0.

Amber — **Technology**
Service desk still below its service levels (61% first-call resolution against 75%); two extra analysts start in October. Identity platform vendor delay puts the December exit at risk; fallback vendor decision due 20 October.

Path to green: Recovery plan for the service desk agreed with the seller; fallback identity vendor shortlisted.

Amber

Procurement and third-party management
1 live services, 2 exited. Next exit: 1 Dec 2026. Plan items late: 0. Open issues: 0. Red or amber services: 1.

CLOSING IN THE NEXT 90 DAYS

TSA register and Exit Readiness

TSA ID	Service	Exit	Readiness	Delivery
TSA-CON-002	Inbound mail, scanning and indexing	1 Dec 2026	Amber	Green
TSA-CON-003	Print and dispatch of member communications	1 Dec 2026	Amber	Green
TSA-ACT-001	Valuation data extracts	1 Dec 2026	Amber	Green
TSA-FIN-002	Accounts payable processing	1 Dec 2026	Amber	Green
TSA-CMP-001	Sanctions screening	1 Dec 2026	Amber	Green
TSA-TEC-006	Email and collaboration	1 Dec 2026	Amber	Green
TSA-PRO-001	Shared vendor contracts management	1 Dec 2026	Amber	Green

Closing in 90 days: open services with a forecast exit date within 90 days from today. Counted on 5 Oct 2026.

TOP RISKS AND ISSUES

Risks (red and amber) and open issues

ID	Item	Owner	Rating
R-025	Policy administration migration overruns	Sara Lindqvist	Red
R-008	Shared infrastructure dependencies delay exits	Raj Menon	Red
R-026	Identity platform vendor delay	Raj Menon	Red
R-007	Data migration errors	Raj Menon	Red
R-001	Exit dates slip and extensions trigger fee mark-ups		Amber
R-003	Key provider staff leave before knowledge transfer ends		Amber
I-001	Service desk missing service levels	Raj Menon	High
I-004	Two teams without access to the target mail platform	Raj Menon	High

DECISIONS NEEDED

Decisions log: for Steering committee

ID	Decision needed	Needed by	Owner
DEC-003	Choose the fallback identity platform vendor	20 Oct 2026	Maya Okafor

OBLIGATIONS DUE

Obligations, next 60 days

ID	Obligation	Agreement	Due	Owner
OBL-015	Use of the seller's brand during transition	Brand Licence 4.1	28 Aug 2026 (overdue)	Maya Okafor
OBL-001	Monthly service report	Transitional Services Agreement 9.2	10 Oct 2026	Maya Okafor
OBL-002	Monthly invoice for services	Transitional Services Agreement 10.1	10 Oct 2026	Maya Okafor
OBL-005	Joint governance meeting	Transitional Services Agreement 6.1	15 Oct 2026	Maya Okafor
OBL-014	Transfer wrong-pocket assets and receipts	Sale and Purchase Agreement 9.1	30 Oct 2026	Maya Okafor
OBL-003	Pay undisputed invoices	Transitional Services Agreement 10.4	9 Nov 2026	Maya Okafor

VENDOR CONSENTS Third Parties

20 of 26 obtained · **6** outstanding · **£130,250 of £250,000** consent cap used (52%)

ID	Vendor	Contract	Due	Status
TPC-005	Brenvaal Hosting	Telephony platform subscription	14 Feb 2026	Requested
TPC-009	Hollanvere Data Centres	Commission calculation software licence	4 Mar 2026	Negotiating
TPC-013	Merrowane Mail	Accounts payable workflow service	8 Feb 2026	Requested
TPC-018	Zelvin Screening	Pension administrator agreement	5 Feb 2026	Negotiating
TPC-023	Vellmoor Rehab Network	Identity platform subscription	15 Feb 2026	Requested
TPC-028	Orlavane Collaboration	Application hosting platform subscription	21 Feb 2026	Requested

REGULATORY APPROVALS Regulatory register

Entity	Filing or approval	Regulator	Due	Status
QL-UK	Change in control approval	Prudential Regulation Authority (PRA)	31 Jan 2026	Approved with conditions
QL-UK	Part VII transfer of the group life book: scheme report and regulator reviews	Prudential Regulation Authority (PRA)	31 Mar 2027	Not started
QL-UK	Notification of critical outsourcing under the TSA	Prudential Regulation Authority (PRA)	27 Feb 2026	Approved
QL-IE	Acquiring transaction approval	Central Bank of Ireland (CBI)	31 Jan 2026	Approved with conditions
QL-IE	Outsourcing notification for TSA services	Central Bank of Ireland (CBI)	27 Feb 2026	Approved

Entity	Filing or approval	Regulator	Due	Status
QL-DE	Branch notification: change of controller and outsourcing	Federal Financial Supervisory Authority (BaFin)	30 Apr 2026	Approved
QL-NL	Branch notification: change of controller	De Nederlandsche Bank (DNB)	30 Apr 2026	Questions
FM-GI	Notification: seller's Gibraltar entity loses shared services	Gibraltar Financial Services Commission (GFSC)	31 May 2026	Approved
FM-JE	Notification: change to outsourced administration	Jersey Financial Services Commission (JFSC)	31 Oct 2026	Not started
FM-BM	Notification: novation of reinsurance on the transferred book	Bermuda Monetary Authority (BMA)	30 Nov 2026	Submitted
FM-US	Form A: acquisition of control of a Delaware-domiciled insurer	Delaware Department of Insurance	31 Jan 2026	Approved with conditions
QL-US	Prior approval of the US administration services agreement	New York State Department of Financial Services (NYDFS)	27 Feb 2026	Approved
FM-US	Hart-Scott-Rodino pre-merger notification	Federal Trade Commission and Department of Justice	15 Dec 2025	Approved
QL-US	Voluntary notice of a foreign acquirer of a US insurer	Committee on Foreign Investment in the United States (CFIUS)	31 Jan 2026	Approved
FM-US	Form E pre-acquisition notification (market share)	Illinois Department of Insurance	15 Jan 2026	Approved
FM-US	Form E pre-acquisition notification	California Department of Insurance	15 Jan 2026	Approved
FM-US	Change of name and administrator on licences after exit	Texas Department of Insurance	30 Apr 2027	Not started

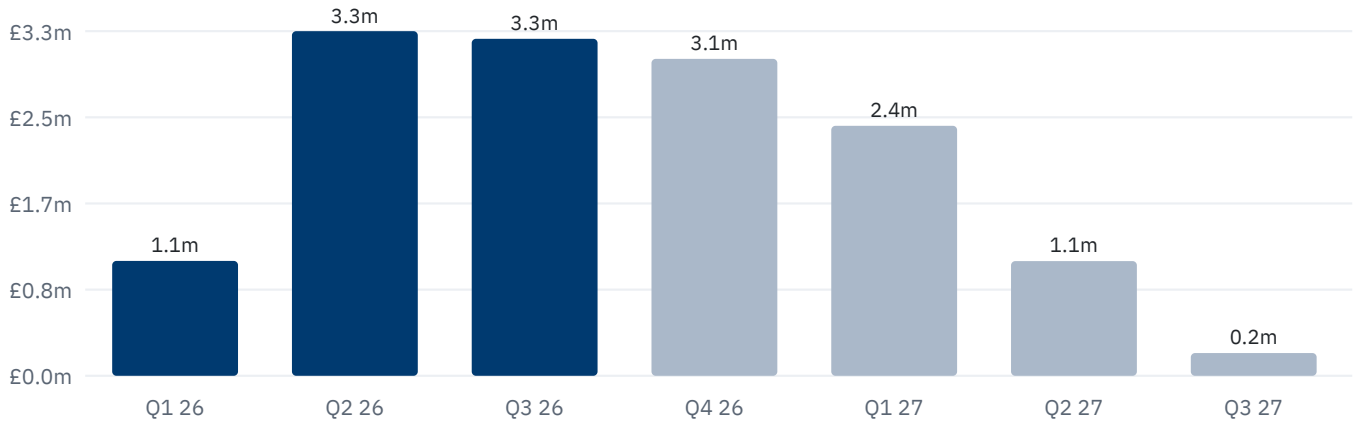
TSA FEES

TSA register: monthly fees x months running, with extension mark-ups

Year	Forward fees (we pay)	Reverse fees (we receive)
2026	£10,770,400	£442,000
2027	£3,747,580	£86,000

Open the full financial analysis (Finance) ›

Forward fees by quarter: dark = to date, light = forecast



Separation Management Office · Project Fernhallow separation · produced 12 Nov 2026